



Government of
Saskatchewan

Annual Report 1998–1999

Saskatchewan
Public Service
Commission

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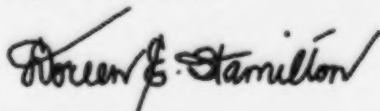
Letters of Transmittal

The Honourable John Wiebe
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1999.

Respectfully submitted,



Doreen Hamilton
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Doreen Hamilton
Minister Responsible for the
Saskatchewan Public Service Commission
Regina, Saskatchewan

Dear Minister:

I have the honour of asking you to submit for tabling the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1999.

Management is responsible for the integrity of the financial data reported by the Commission. Fulfilling this responsibility requires the preparation and presentation of financial information and other data in accordance with the guidelines developed by the Department of Finance, with any exceptions specifically noted.

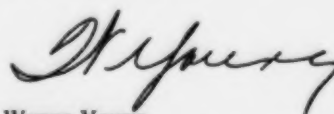
Public Service Commission staff use internal accounting controls and apply policies and procedures in the Financial Administration Manual and the Treasury Board Accounting and Reporting Manual. Employees also exercise their best judgement to ensure that financial reporting activities accurately and fairly reflect the activities of the Commission and uses of the financial



resources provided to it. Management believes that existing internal controls provide reasonable assurance that assets are safeguarded and that the financial records are reliable for preparing financial information and maintaining accountability for assets.

As Chair of the Commission, I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,



Wynne Young
Chair, Saskatchewan Public Service Commission

PSC Mission, Vision and Values

PSC Mission

Our mission is leadership and service in human resource management to assist government in the effective delivery of its mandate for the people of Saskatchewan.

PSC Vision

Our vision for the Saskatchewan public service is that it will be:

- A preferred employer that attracts and retains people with talent, commitment and innovative ideas;
- Acknowledged for its effective human resource management policies and practices;
- Respected for its attitudes, knowledge and skills;
- Dedicated to providing quality, affordable services that Saskatchewan citizens need; and
- Representative of the diversity of the province.

PSC Values

We believe in:

- People as our most valuable resource;
- Conducting our business with integrity and respect for all;
- Diversity;
- Encouraging and implementing innovative ideas;
- Merit, equity and fairness as the foundations of our actions;
- Accountability for our decisions and actions;
- Quality, timely and effective service;
- Teamwork, partnership and co-operation;
- Recognizing employees' efforts and accomplishments;
- Continuous learning, as individuals and as an organization; and
- A healthy and safe work environment.

— From the PSC Strategic Plan, 1998–2003, available online at: <http://www.gov.sk.ca/psc/stratplan/>

Public Service Commissioners



Top row, left to right:
Roberta Burns
Pat Danforth

Bottom row, left to right:
Ron Torgerson
Wynne Young
Ray Purdie

Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The Commission is also responsible for the administration of *The Public Service Regulations, 1999*.

According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service, in a manner that fulfils the purposes of this *Act*;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the Commission in carrying out its statutory duties, except in collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible to effectively carry out the provisions of *The Public Service Act, 1998*.

Commissioners have all the powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records. The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters.

The Commission is shifting from a specialized, stand-alone function to an organization that has formed strategic partnerships with managers and employees to help them achieve the mutual goals of providing quality service to the Saskatchewan public.

According to Section 11 of *The Public Service Act, 1998*, the Commission is responsible for:

- Representing the public interest in human resource management;
- Reviewing any actions taken by the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers;
- Conducting appeals pursuant to Section 30 of the *Act*;
- Recruiting and selecting persons within the public service and appointing persons in the classified service;
- Developing, establishing and maintaining classification plans;
- Co-ordinating the development and implementation of employment equity policies and programs; and
- Carrying out research on compensation and working conditions within the public service.

In fulfilling its responsibilities, the Commission may:

- Investigate any issue that it considers necessary or desirable respecting human resource management; and
- Request reports from the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers.

1998–1999 Highlights

Revised Public Service Act

The Public Service Act, 1998, received Royal Assent in June 1998 and was proclaimed in March 1999. This replaced the old *Act*, which had been in effect since 1947. The new *Act* is an important step toward modernizing processes, procedures and systems.

Human Resource Regulations

The Public Service Regulations, 1999 were also proclaimed in March 1999. The *Regulations* support the new *Act*, to increase flexibility in human resource decision making.

New Corporate Process

Two new committees were established to provide corporate guidance to the PSC for human resource management in Executive Government.

- 1) **The Strategic Human Resource Management Committee**, composed of Deputy Ministers, provides strategic corporate leadership and direction to human resources.
- 2) **The Human Resource Operations Management Committee**, composed of management and senior human resource representatives, provides input and recommendations on key operational human resource issues.

Collective Bargaining

A new equal pay for work of equal value job evaluation plan for the SGEU was implemented on October 1, 1998. The costs of the new pay plan are being phased in, with the final pay equity adjustments occurring on April 1, 2001.

New collective agreements were concluded with the SGEU and CUPE-600 bargaining units. Associated with this was the rewriting of the SGEU agreement, in order to develop a better common understanding of its provisions.

Policy Unit

A policy unit was developed to enhance the PSC's policy capacity and to support the PSC's shift to a more strategically-focussed organization.

New PSC Strategic Plan

A new strategic plan was developed, outlining the PSC's strategic goals and activities for the period 1998–2003. This plan is available on the Internet at <http://www.gov.sk.ca/psc/stratplan/>.

Intranet Personnel System

The Intranet Personnel System, or IPS, was launched across government. This system allows for decentralized access to human resource information by human resource branches and managers.

Year 2000 Preparations

The majority of work to prepare the human resource computer systems used internally by the PSC and externally by other government departments was completed during this fiscal year.

Regina Office Move

Plans were underway during this fiscal year for the main PSC office in Regina to move to its new location. The actual move will take place early in the next fiscal year.

Union-Management Committees (UMCs)

UMCs continued to be active in departments across government. These joint committees address workplace issues as they arise and improve ongoing union-management relations.

Management Development Centre

The Management Development Centre developed and implemented a training and education program to assist senior managers in continuously increasing their effectiveness.

Staffing Process

The staffing process was evaluated and a model was developed to provide managers with more involvement, responsibility and accountability for hiring decisions. A training package for managers was also prepared.

PSC Clients and Stakeholders

The PSC provides service to clients and stakeholders both within and outside of Executive Government.

Internal clients and stakeholders include:

- ▲ PSC employees;
- ▲ Colleagues in human resource branches;
- ▲ Department managers and executives;
- ▲ Other public service employees;
- ▲ Executive government;
- ▲ Designated group members in the government workforce.

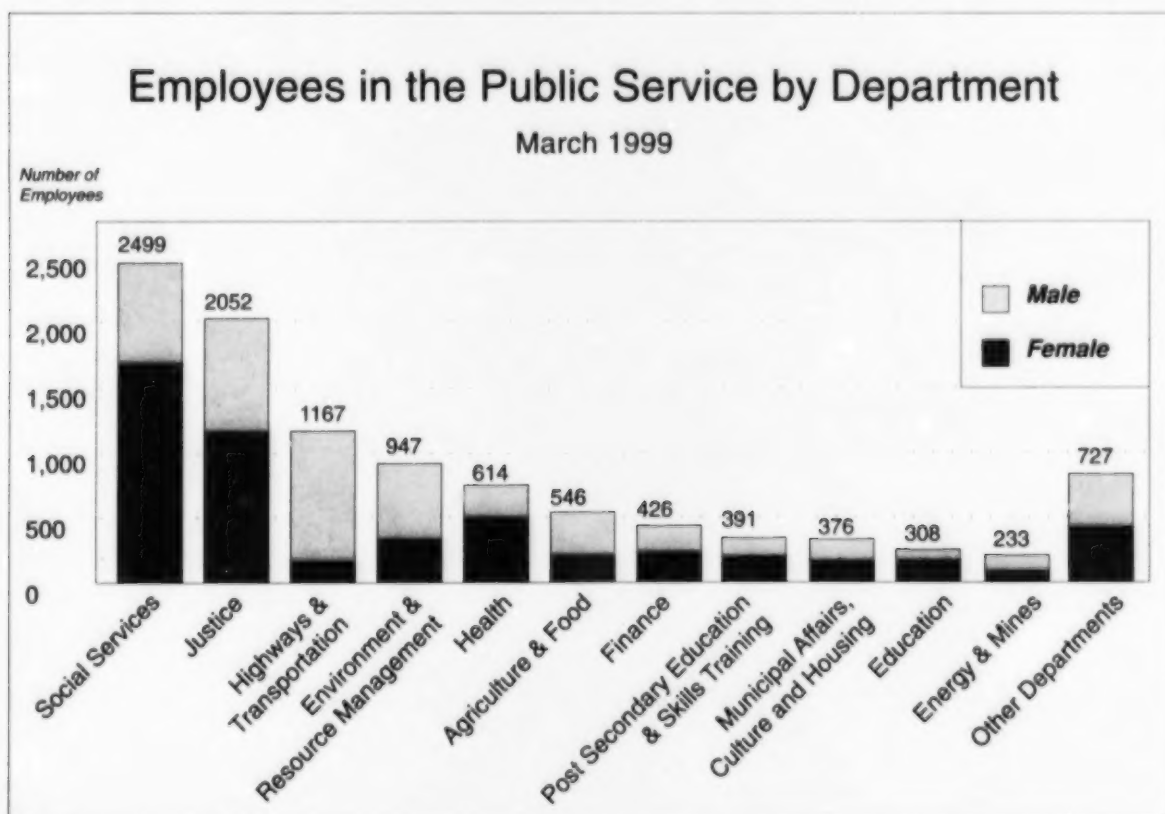
External clients and stakeholders include:

- ▲ Public service unions;
- ▲ Other public service employers;
- ▲ Members of the public;
- ▲ Designated group members in the labour force.

Commitment to Clients and Stakeholders

- We will carry out our responsibilities in partnership and consultation with our clients.
- We will seek the guidance, assistance and co-operation of our key stakeholders in achieving our mission.
- We will provide quality, timely and effective service to our clients and stakeholders.

— From the PSC Strategic Plan, 1998–2003, available online at: <http://www.gov.sk.ca/psc/stratplan/>



Strategic Direction

The Mission, Vision and Values for the Public Service Commission are communicated to all PSC employees through the new PSC Strategic Plan 1998–2003.

This Plan outlines 11 strategic goals for the Commission.

- 1) To enhance public service capacity to be flexible, adaptable and responsive in meeting changing needs.
- 2) To ensure HR policies and strategies are integrated and aligned with the direction of the Saskatchewan government.
- 3) To increase overall organizational capability and to support the Saskatchewan public service as an employer of choice.
- 4) To enhance the individual and collective capability, including human resource management capacity, of managers within government.
- 5) To ensure effective and efficient delivery of integrated human resource services.
- 6) To monitor human resource management policy and processes to help ensure all employees are treated in a fair, equitable and consistent manner government-wide.
- 7) To provide leadership for the development and maintenance of a representative workforce.
- 8) To enhance co-operative union-management relationships.
- 9) To develop and maintain distributed human resource information systems that are integrated with other key systems in government.
- 10) To ensure all stakeholders are aware of:
 - a) the direction of human resource management; and
 - b) government's overall goals and how human resource management is helping achieve these goals;
- 11) To design and implement strategies in partnership with other agencies to increase public understanding and recognition of the value and role of public service employees.

— From the PSC's Strategic Plan, 1998 – 2003,
available online at: <http://www.gov.sk.ca/psc/stratplan/>

Future Activities

Collective Bargaining

Collective bargaining with both the SGEU and CUPE-600 will commence in 2000, using an interest-based approach.

Work will continue on the new equal pay for work of equal value job evaluation plan for employees in CUPE-600, with implementation planned for 2000.

Staffing Process

The evaluation of the staffing process will continue. Work will also continue on a model for providing managers with more involvement, responsibility and accountability for hiring decisions.

Management Development

The Management Development Centre will continue to develop and implement components of the management development strategy. Programs for senior managers will include workshops on Leadership in the Public Service, Strategic Orientation, Building Relationships, Trends in Public Management and Innovative Thinking.

Working Environment

The PSC's main offices during this fiscal year were located on the second, third and fourth floors of the Bank of Montreal Building, 2103-11th Avenue, Regina. Plans were underway to move early in the next fiscal year. A regional office is located on the ninth floor of the Sturdy Stone Building, 122-3rd Avenue North, Saskatoon.

As of March 31, 1999, seven staff members worked in the Saskatoon Regional Office; 107 staff members were located in Regina.

Employee Recognition

The PSC recognition committee plans regular formal and informal events to show appreciation for employees' contributions.

Recognizing Diversity

The PSC endeavours to create a working environment where people are treated fairly, differences are recognized and respected, and necessary accommodations are made.

Working with Clients

Employees work in consultation with client groups to determine needs for systems and programs such as IPS, management development and core competencies.

Working with the Unions

Employees work co-operatively with the unions on issues such as core competencies, the in-scope classification plan, observer training and interest-based negotiation (IBN). The IBN and union-management committee processes have shifted the PSC's working relationship with the unions to one of continuous problem solving.

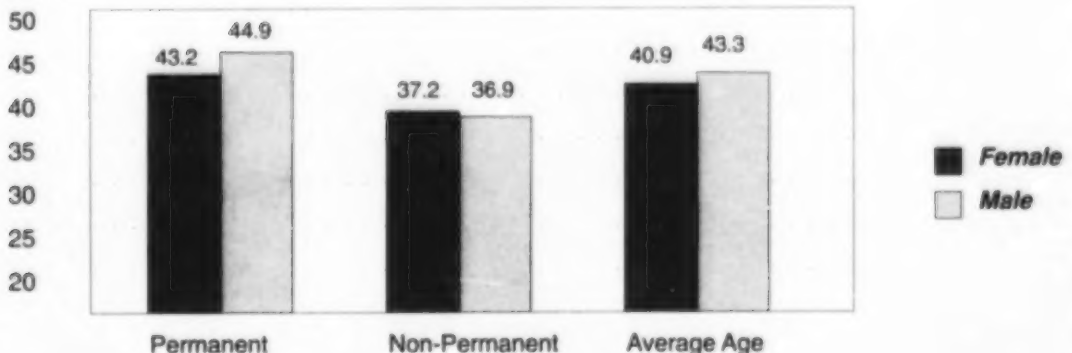
Continuous Learning

There is an enhanced appreciation of the importance of continuous learning in the workplace. Under the learning policy developed in 1997, learning and development plans are established annually for each employee as part of the work planning process. PSC support may be financial or may include time off with pay or adjustments to hours of work.

Average Age of the Public Service

Permanent and Non-Permanent, March 1999

Age of Employees:



Average Age of All Employees: 42.0

Organizational Structure, 1998–1999



Human Resource Development Division

Objective

To recruit and select qualified candidates for employment within the public service; develop and implement the management development strategy; provide employee and family assistance counselling and preventative education services; coordinate employment equity in the public service; and lead the implementation of improved human resource processes and systems based on a strategic review of the human resource function.

Program Delivery

- Recruitment and selection of permanent, non-permanent and student employees for the public service;
- Research and development of core competencies and assessment tools;
- Corporate learning and development services in support of building and maintaining management capability;
- Employee and family assistance counselling and other support services;
- Coordination of the employment equity program in the public service;
- Leadership in the human resource management function across the public service.

Goals, Activities and Results

Goal

To manage a strategic recruitment and selection process for government.

Activities

The Division:

- Managed the recruitment and selection process, including advertising, screening, assessing and reference checking;
- Maintained competition documentation and statistics;
- Managed the re-employment list and process; and
- Managed inventories for employment equity and non-permanent applicants.

Results

The division administered 935 permanent appointments and 2,044 non-permanent appointments in 1998–1999.

3,372 applications were received for the 1998 Summer Student Program, and 482 students were hired.

187 employment referrals were made from the employment equity inventories.

Goal

Evaluate the staffing process.

Activities

An interdepartmental working committee was established.

A framework for staffing was developed with guidance from Hay Management.

Focus groups with representatives of the HR community and managers were held to ensure that needs were identified.

Results

A staffing model was developed, along with guiding principles and critical success factors.

Goal

To implement staffing-related changes resulting from changes to the collective bargaining agreements and from the new in-scope class plan.

Activities

Re-employment lists and bumping process implications were analyzed.

Conversions were done to permanent part-time and term status.

Results

Changes and resulting implications were communicated to individuals on the permanent full-time re-employment list.

1,100 conversions were processed.

Goal

To enhance employment opportunities for northerners within the northern operations of executive government and Crown Investment Corporation Crown corporations.

Activities

Participated with clients and stakeholders in the development of a northern hire policy, including a definition of northerner and the geographical area covered by the policy.

Established a Northern Candidates Inventory to assist employers in identifying candidates for jobs.

Results

The Northern Hire Policy was announced on January 15, 1999, and implemented on April 1, 1999.

Goal

To continue development and implementation of in-scope and out-of-scope staffing standards and to work in partnership with departments to develop assessment tools to support core competencies.

Activities

Competency development and validation continued using information obtained from job incumbents, managers and stakeholders.

Assessment tools were researched and developed to enhance assessment of candidates for positions.

Results

Competencies are being used to evaluate employee performance, identify job expectations, and create learning and development plans, as well as in recruitment and selection.

Sixty-three per cent of the competitions most frequently staffed in 1998-1999 have competencies developed.

Goal

To implement the learning and development strategy to enhance management capability and support the strategic direction of executive government.

Activities

- Developed and administered an assessment process to identify corporate senior management development needs;

- Developed a training and education program for senior managers to address corporate competency needs;
- Worked with stakeholders to identify the key components for a job rotation/exchange program, which would provide opportunities to increase employee capability;
- Identified key components required to promote and evaluate the programs and services offered through the Management Development Centre.

Results

Seventy six per cent of senior managers participated in the feedback assessment process.

Corporate results were used to develop and implement the management development program.

Designed a framework for a job rotation/exchange program.

Developed a communications plan and evaluation strategy for programs and services offered through the Management Development Centre.

Goal

Lead the implementation of improved human resource processes and systems based on a strategic review of the human resource function.

Activities

A committee was established to:

- Develop a vision for human resource management roles, to better reflect current achievements, priorities, objectives and timelines;
- Develop a staffing model to place increased accountability with line managers;
- Prepare a staffing training program and resource guide for managers.

Results

A new model was developed and a training package for managers was prepared.

Goal

To increase representation of the four designated employment equity groups in the public service through the elimination of barriers and implementation of special measures to enhance the recruitment, retention and promotion of designated group members.

Activities

All departments established short-term employment equity goals. Departmental committees were responsible for developing, implementing and monitoring employment equity plans. Eighty positions, in-scope and out-of-scope, were advertised as designated or posted simultaneously for equity candidates.

Management, the SGEU and CUPE-600 were actively involved in the development, implementation and monitoring of the Employment Equity Program. A joint committee developed an employment equity education and awareness package, *The Road to Equity*, to be used for training government employees.

Unit staff, in partnership with departments, Crown corporations and private sector employers, co-ordinated the activities for Employment Equity Week, June 15-19. Unit staff made presentations to community groups and departmental staff and participated as panel members/facilitators in conferences and workshops.

Technical aids and services continued to be made available to employees requiring accommodation in the workplace. Several government buildings, including the Melville Provincial Office Building and the Prince Albert Correctional Centre, were renovated to make them accessible for persons with disabilities.

The PSC provided support to two employees' groups, the Aboriginal Government Employees' Network and the Visible Minority Support Group, established for support and networking.

Continuing support was provided to a mentoring program between government employees and aboriginal students of Scott Collegiate in Regina. During the six years of this program, 130 government employees and 118 students have participated.

The PSC administers an inventory of resumes of potential designated group applicants. Government departments and other employers access the inventories for candidates for vacant positions.

Results

The PSC reports annually to the Saskatchewan Human Rights Commission on the government's progress in achieving its goals.

Activities undertaken increased employees' awareness of the program and promoted equity in the workplace. Departments continue to identify barriers, make changes and monitor outcomes.

From April 1, 1998, to March 31, 1999, departments recruited 1,214 designated group members, exceeding the goal of 677 set in June 1998.

Goal

To provide an effective, cost-sensitive Employee and Family Assistance Program (EFAP) for departments, employees and eligible family members. The program includes professional assessment, referral and intervention services; preventative/wellness learning events; and information and analysis about program utilization.

Activities

Through the program:

- 648 employees were referred and 308 family members supported;
- 498 employees attended department-requested learning events to support organizational health;
- The EFAP website was constructed with links to organizational health topics;
- EFAP brochures were updated and distributed to employees;
- Counselling resources were expanded for aboriginal and visible minority groups.

Results

Departments and employees, both individual and groups, continue to use the program to assist with work/personal and organizational health issues.

With two counsellors in Regina, where EFAP is based, and one in Saskatoon, the program is able to provide prompt, comprehensive and personal responses to inquiries from government employees throughout the province.

Preventative/wellness learning events were well attended and the participant feedback was very positive.

Clients

- ▲ Department managers and executives;
- ▲ Human resource colleagues;
- ▲ Public service employees;
- ▲ Bargaining agents;
- ▲ Members of the public; and
- ▲ Designated group members in the labour force and in the government workforce.

Assets

Assets include division employees, their skills and commitment; commonly shared division mission, vision, and values; the computerized systems for competition tracking and summer student programs; the Learning Resource Centre; competition files; and core competency profiles.

To safeguard assets, all electronic data is backed up regularly and employees have been assigned and trained to effectively manage the Learning Resource Centre. Competition files are housed in a secure area, available only to authorized staff.

Costs

Advertising*	\$65,466
Employee & Family Assistance Program	\$157,546
Employment Equity	\$148,057
Staffing Operations, Regina Office	\$1,123,132
Saskatoon Regional Office	\$326,316
Management Development Centre	\$490,737
System and Process Improvement (IPS)	\$523,079
Strategic Human Resource Review	\$35,237
Leave Entitlement Adjustments	\$1,263
Total	\$2,870,833

* This includes the co-ordination costs of advertising for other departments. Costs of \$699,672 were reimbursed by departments. The Saskatchewan Careers bulletin was published 50 times during the year at a total cost of \$32,471.

Future Activities

Division staff will continue to provide leadership in the implementation of improved human resource processes and systems across Executive Government.

There will be continued development of competency-based staffing standards and assessment tools.

There will be continued development of the model for staffing within government.

We will respond to the results of a strategic review of the human resource management function in the areas of human resource planning and performance management.

We will continue to provide development and learning opportunities for division staff.

We will continue to develop and deliver a competency-focused learning and development program for senior managers to help them continuously increase their effectiveness.

We will continue to address the barriers to achieving a representative workforce through community support and involvement, accelerated recruitment and retention efforts, and education and awareness.

External Suppliers

- A variety of national and local vendors and suppliers of learning products and consulting services were used.
- External suppliers printed reports and program brochures.

Administrative and Information Services Division

Objective

To provide corporate direction, leadership and central administration, financial and human resource management, and communications and computer services to the Commission. The Division also operates the government-wide human resource computer information systems.

Program Delivery

- Provides maintenance, development and support services for the government-wide Human Resource System (HRS) and the Intranet Personnel System (IPS);
- Acts as a central registry for government-wide personnel, position and competition records;
- Provides the Commission with administrative, human resource, communication, information technology and financial management services.

Goals, Activities and Results

Goal

To provide internal administrative, financial and human resource services and to ensure the PSC operates as cost-effectively and efficiently as possible.

Activities

Automated forecasting was used to monitor expenses and provide monthly expenditure information to the Department of Finance.

An interdivisional project team, led by the Administrative Services and Financial Services Unit, was formed to oversee building plans, construction and moving plans for the relocation of the Regina office to 2100 Broad Street. The office location was selected following a competitive tender for space done through the Saskatchewan Property Management Corporation (SPMC).

The implementation of the Intranet Personnel System in the PSC was also managed by this Unit. Security profiles were identified to allow all PSC employees access to information required to do their work. User training was provided.

Results

The Public Service Commission budget for 1998-99 was \$8,020,000. Actual expenditures were \$8,917,696. The PSC received approval to spend up to \$950,000 for renovating the new office location (\$678,000), implementing the Intranet Personnel System (\$250,000), and supporting a

study of eight departments, including the PSC, on Work and Family Balance (\$22,000).

Renovation of the new office site resulted in effective workplace designs suited to the activities in all program areas. Effective working relationships with SPMC and design and construction contractors resulted in the project remaining on schedule during 1998-99. A move date was established for May 1999.

The implementation of a corporate purchasing card increased administrative efficiencies by decreasing the paperwork required for purchasing and processing of payments.

Over the course of 1998-99, 75 PSC employees were provided access and trained to use IPS.

Goal

To ensure employees of the public service receive accurate, effective and equitable communications about issues in their workplace.

Activities

The Communication unit is responsible for strategic communications for the Commission and for providing leadership and support on communications issues.

The unit produced *PSPeople*, the newsletter sent to all employees of Executive Government, and developed and posted human resource information on the PSC's web sites: the Intranet, or internal network for PSC employees; and the public Internet. Job openings within government are also posted on the Internet.

The unit developed communications strategies and materials to support issues and projects within the PSC, such as the Scope Review and the northern hire policy.

Communications support was provided for department publications, such as the *Management Practices* bulletin and the *HR Bulletin*, which outline initiatives related to management development and human resource processes. Support was also provided to program areas such as EFAP and the Management Development Centre for web page development and communication planning.

Editorial and production guidance was provided to the Employment Equity unit for its annual report.

Results

Employees received accurate, timely and cost-effective information about their workplace. Electronic access provides employees and managers with a low-cost, alternative means to find out about issues and activities relating to human resource management.

Three issues of *PSPeople* were produced and sent to employees in all departments. Topics included the Intranet Personnel System, Union Management Committees, benefits, the Management Development Centre, Employment Equity, SGEU and CUPE collective bargaining agreements, government programs, long service and work/family balance.

Employee concerns about allocation to the new in-scope classification plan were addressed through effective communication during the implementation phase.

Commission employees were able to access information about their workplace and coming move through the Intranet site; members of the public were able to find current job openings each week on the Internet site; and employees in other government departments and human resource branches were able to access online information about human resource management issues and activities, and the PSC's strategic goals.

Goal

To provide corporate policy direction and leadership within Executive Government.

Activities

The Commissioners met regularly to discuss corporate activities and objectives, and set priorities.

A policy unit was formed to develop human resource policies, coordinate revision of the Human Resource Manual, and begin work on planning strategic initiatives for target groups such as youth.

A new governance model was established, with two committees to provide corporate guidance about human resource management in Executive Government.

- 1) The Strategic Human Resource Management Committee, composed of Deputy Ministers, provides strategic corporate leadership and direction to human resources.
- 2) The Human Resource Operations Management Committee, composed of management and senior human resource representatives, provides input and recommendations on key operational human resource issues.

The new PSC Strategic Plan for 1998–2003 was developed and distributed to all PSC employees and to other government departments. It was also posted on the PSC's website.

The policy unit worked closely with a consultant engaged to analyse government department data that formed part of a province-wide Balancing Work and Family survey, conducted in fall 1998.

Results

The Commissioners set priorities for the future, including developing a long-term strategy for improving human resource and staffing processes, and setting corporate objectives for professional development for senior managers and executives.

The Strategic Human Resource Management Committee, established in 1997–98, met three times during this fiscal year to provide policy direction on issues such as the Scope Review plan, Performance Management, the Management Development program plan and Employment Equity.

The Human Resource Operations Management Committee, established in 1998–99, met seven times to discuss operational issues such as the Scope Review plan, performance management, improving human resource processes, the Northern Hire Policy, employee recognition and the human resource directors' classification reviews.

Initial data from the Balancing Work and Family survey has been shared with the participating departments. A report based on the full analysis is expected in October 1999. It is also expected that at least one department will participate in a pilot project to effect workplace change.

The PSC Strategic Plan sets out the key goals and activities for the Commission over the next five years.

Goal

To recognize Government of Saskatchewan employees for their service and commitment.

Activities

The PSC provides a coordinating role for employee recognition across Executive Government departments.

Employee recognition approaches government-wide were researched and suggested approaches for recognition were drafted.

Employees with 10, 25 and 35 years of service are recognized for their long service each fiscal year. Employees being honoured for 10 years of service are presented pins by their departments. All 25 and 35-year honourees are invited each fall to a presentation dinner attended by the Minister Responsible for the Public Service Commission, the PSC Chair and Deputy Ministers of departments.

Results

Senior officials of the Government of Saskatchewan have an opportunity to thank employees for their dedication and service to the government and people of Saskatchewan.

In 1998, 21 employees were honoured for 35 years of service, and 265 for 25 years.

Goal

To effectively and efficiently manage and operate the Commission's internal information technology systems and the government-wide human resource information systems (HRS and IPS)

Activities

Year 2000 revisions to HRS remained on schedule for the 1998-99 fiscal year. Completion remained scheduled for May 1999.

IPS was implemented across Executive Government and in the Saskatchewan Property Management Corporation in June 1998. The project was completed and implemented on schedule.

A new collective agreement resulted in the need for extensive reprogramming in both HRS and IPS. Some additional programming will be required over the next two years to accommodate implementation of other negotiated provisions.

Plans to expand direct entry from departments into HRS were delayed due to Year 2000 and reprogramming initiatives required for the implementation of the collective agreement.

Results

Government-wide human resource information systems will be Year 2000 compliant early in 1999.

IPS was successfully implemented. Upon receiving authorization for system access, managers across government can access human resource management information. Plans for expanded access are being managed at the department level.

Both HRS and IPS were updated to accommodate provisions in the new collective agreement. The Human Resource Information Centre met all processing deadlines for salary adjustments related to the implementation of the new classification plan, and the new contract provisions were audited and entered on time.

Goal

To foster teamwork and learning and ensure a quality workplace for PSC employees.

Activities

PSC internal committees (Union-Management, Occupational Health and Safety, Employment Equity and Employee Recognition) recruited new members to replace a portion of the previous committees. The committees met regularly throughout the year to resolve issues, ensure workplace safety, and explore ways to increase representation of designated groups and recognize the work of employees at the PSC.

An evaluation of the learning policy developed by the Union-Management Committee in 1997-98 was conducted.

Results

Evaluation of the learning policy indicated approximately 20% of Public Service Commission employees accessed the policy to assist in fulfilling their learning needs for the 1997-98 fiscal year. The UMC decided to retain the policy with no revisions.

A total of \$53,441 was spent on training and development initiatives for PSC employees during 1998-99. The majority of this training was related to information technology and other on-the-job requirements. In addition to paid training, alternate learning opportunities were provided for PSC employees through internal training and a variety of job assignments.

The Employee Recognition Committee organizes two or three events per year to celebrate achievements and recognize the efforts of the employees of the PSC.

Clients

The Administrative and Information Services Division provides service to PSC employees who use internal human resource, administration, financial and information systems services.

The Division also provides systems support, training, advisory and report development services to human resources branches and other departmental users of human resource information systems.

Through web-based communication, such as the career postings on the Internet, the Division also provides services to the public and to employees across Government.

Through its employee recognition coordination role, the Division serves all departments in Executive Government.

Assets

The knowledgeable and skilled people working in the Division are the most valuable assets. Innovation in technology, service enhancement initiatives and work redesign are the products of staff initiative and commitment.

The Division is responsible for the information technology infrastructure and equipment for the Public Service Commission and for the operation of two government-wide human resource information systems. It is also responsible for all other assets including furniture, office equipment and supplies. An estimated book value of these assets is \$291,000.

The Division maintains more than 40,000 files for all public service employees and established positions.

Provisions made to safeguard assets include:

- Participation at the divisional level in Occupational Health and Safety initiatives;
- Off-site storage for backup and recovery services for HRS and IPS and internal systems;
- Building security policies to limit access to information and access to the physical facility to authorized persons only;
- Inventory systems for capital assets; specialized inventories are maintained for computer equipment and software;
- Maintenance of valuable paper files in a storage area accessible to authorized staff only.

Costs

Information Systems	\$1,220,332
Administrative Services	\$428,397
Chair's and Minister's Offices	\$330,939
Communications	\$122,829
Long Service Program	2,071
Leave Entitlement Adjustments	\$17,789
Total	\$2,122,357

Future Activities

IPS and HRS will be modified to accommodate revised employee status provisions negotiated in collective bargaining.

Year 2000 compliance for IPS, HRS and all internal systems will be achieved.

Work will begin on the first phase initiatives of new approaches to employee recognition.

Direct entry to HRS will be expanded to all government departments.

The Regina office will move to its new location.

The Human Resource Policy Manual will be revised.

External Suppliers

- Off-site suppliers operated the mainframe computer based Human Resource system (HRS).
- SaskTel provided security and WAN access, and housed the servers for our IPS system, as well as providing data base administration services.
- External printers were used to print newsletters, brochures and the Annual Report.

Employee Relations Division

Objective

To represent management in employee relations and to determine job worth by developing and applying classification standards that ensure equitable treatment of public service employees.

Program Delivery

- Represents management in the negotiation of collective agreements with union bargaining agents;
- Provides labour relations consultation services to management;
- Conducts compensation research;
- Develops and administers compensation policies for non-union and union employees;
- Develops and applies standard classification criteria to jobs in the public service.

Goals, Activities and Results

Goal

- i) To develop new equal pay for work of equal value in-scope job evaluation plans for SGEU.
- ii) To provide responsive and effective classification services within established quality standards.
- iii) To research and develop policy with respect to compensation issues and to administer compensation plans.

Activities/Results

Plan Development: A new equal pay for work of equal value job evaluation plan for the SGEU was implemented on October 1, 1998. The costs of the new pay plan are being phased in, with the final pay equity adjustments occurring on April 1, 2001.

Classification Review Services: During 1998-99, 1,919 classification reviews were completed. The average turnaround time for encumbered classification reviews was 67 days and 21 days for vacancies.

Compensation: Provided support to the management bargaining teams in concluding the general round of bargaining and equal pay for work of equal value negotiations with the SGEU.

Provided input and support for payroll system and benefit changes flowing from bargaining, including the requirements for staged pay equity adjustments for employees covered by the SGEU collective agreement.

Goal

To represent the employer in the negotiation of collective agreements with SGEU and CUPE-600.

Activities/Results

Collective agreements covering the period October 1, 1997, to September 30, 2000, were concluded and implemented.

The parties to the SGEU agreement also agreed to rewrite the collective agreement to make it shorter and more user-friendly, reduce duplication, and improve clarity in its interpretation and application. The new version of the collective agreement was introduced February 1, 1999.

Goal

To initiate joint union/management undertakings to improve union-management relations.

Activities/Results

The parties have committed to build a relationship that is more cooperative and less adversarial in nature.

The employer and the SGEU have committed in their new collective agreement to solving problems throughout the term of the agreement and to revisit provisions contained in the agreement to seek resolution of matters of concern.

Union-management committees (UMCs) are in place in each government department and participants have received initial training in interest-based problem solving. These committees have proven their usefulness as forums for information sharing, dialogue and problem resolution at the department level.

As part of the new collective agreement with SGEU, additional funds were designated for the UMC initiative, to pay for items such as training of committee members, provision of facilitation services and special projects. This fund is administered by the Central UMC, which is composed of senior management and union officials.

Goal

To honour and complete a long-standing collective bargaining commitment to conduct a scope review of out-of-scope positions in Executive Government.

Activities/Results

The commitment to conduct a scope review was entered into with SGEU in the 1981 collective agreement and renewed in each subsequent agreement. The parties completed the review over the period November 1998 to April 1999 and submitted the proposed results to the Labour Relations Board for authorization and approval. The parties expect the decision and direction of the Labour Relations Board in the next fiscal year.

Clients

- ▲ Executive government;
- ▲ Departmental managers and human resource professionals;
- ▲ PSC staff;
- ▲ Public service unions;
- ▲ Employees;
- ▲ Other public service employers.

Assets

Division assets include: the knowledge and skills of employees, computers and a resource centre which contains arbitration law, case studies and other related information.

Costs

Labour Relations and Compensation	\$1,288,941
Classification	\$803,947
UMC funding	\$60,761
Leave Entitlement Adjustments	\$6,857

Total \$2,160,505

Future Activities

Develop and commence implementation of a salary structure for a new in-scope equal pay for work of equal value job evaluation plan for the CUPE bargaining unit.

Implement the results of the scope review, pending authorization and direction from the Labour Relations Board.

Commence preparation for the next round of collective bargaining with SGEU and CUPE.

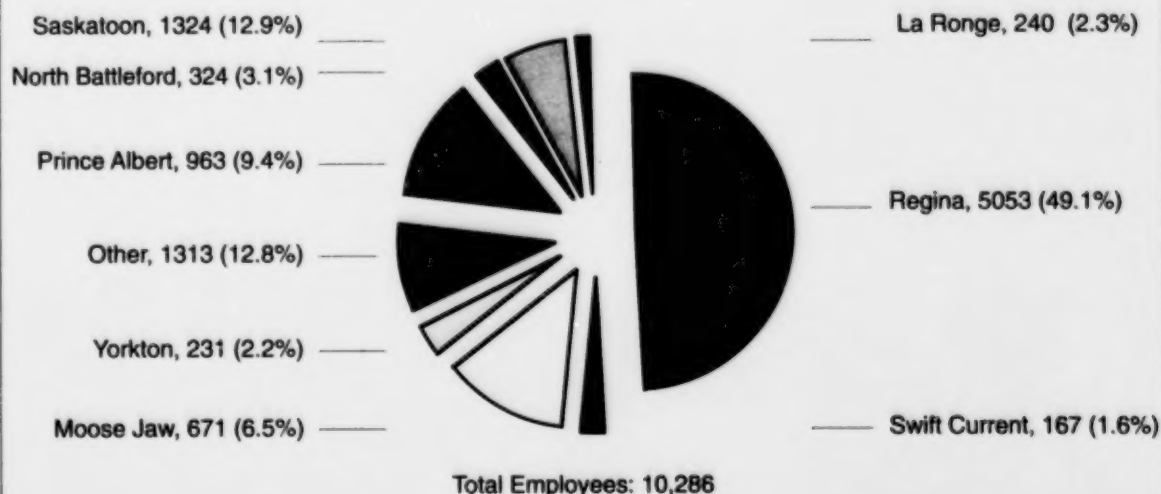
Seek opportunities to enhance development of and support for union-management committees.

External Suppliers

- External printers were used to print newsletters about the new SGEU classification plan.
- Members of the labour relations community provided expertise as independent adjudicators, members of panels, and chairs of arbitration boards.

Employees in the Public Service by Location

March 1999



Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act*.

During the 1998–99 fiscal year, 39 positions were transferred or excluded from four areas: Executive Council, Intergovernmental and Aboriginal Affairs, Justice and the Office of the Chief Electoral Officer.

The following positions were affected:

Executive Council

ML11	2
ML10	1
ML9	2
MSG4	1

Intergovernmental and Aboriginal Affairs

PL5	1
MSG6	1
MSG3	1
Assistant Mgr, Government House	1

Justice

Crown Counsel 1	10
Student-at-law	15
MSG4	1

Office of the Chief Electoral Officer

ML3	1
ML2	1
MSG4	1

Total: 39

Abbreviations:

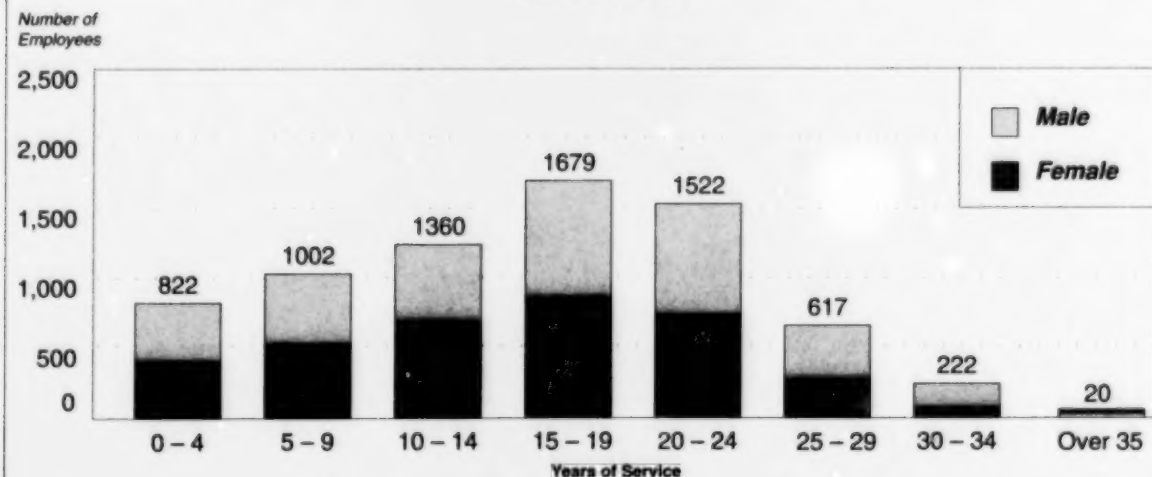
ML: Management Level

PL: Professional Level

MSG: Management Support Group

Years of Service (Permanent Employees Only)

March 1999



Total Permanent = 7244; Average Years of Service = 15.4

1998–1999 Financial Overview

(All Figures in Thousands of Dollars)

Division	1998–99 Actual	1998–99 Budget	Variance
Administrative and Information Services			
Salaries	1719.4	1419.4	300.0
Operating Expenses	403.0 ¹	713.6	-310.6
Total	2122.4	2133.0	-10.6
Human Resource Development			
Salaries	1935.5	1841.6	93.9
Operating Expenses	935.3 ²	1061.4	-126.1
Total	2870.8	2903.0	-32.2
Employee Relations			
Salaries	1918.1	1892.8	25.3
Operating Expenses	242.4 ³	277.2	-34.8
Total	2160.5	2170.0	-9.50
Accommodation & Central Services			
Operating Expenses	1764.0	1764.0	0.0
Total	1764.0	1764.0	0.0
Total			
Salaries	5573.0	5153.8	419.2
Operating Expenses	3344.7	3816.2	-471.5
Total	8917.7	8970.0	-52.3

- (1) In addition to the expenses shown, the PSC incurred an expense of \$89,395 for coordination of the government-wide Long Service Recognition Program. The various government departments involved reimbursed the PSC for this expense. \$1,021 revenue was received from the Agricultural Credit Corporation and New Careers Corporation.
- (2) In addition to the expenses shown, the PSC incurred an expense of \$702,202 for advertisements for staffing competitions in the various departments and agencies of government. These departments and agencies reimbursed the PSC for \$699,672 for advertising coordinated on their behalf. Departments and agencies also reimbursed the PSC \$16,979 for training course fees. \$875 revenue was received from the New Careers Corporation and Saskatchewan Pension Plan; an additional \$2,800 revenue was received from SPMC.
- (3) Employee Relations received revenue in the amount of \$7,693 for contract services provided to other agencies.
- (4) Special warrant funding of \$950,000 was also provided. This covered costs associated with the implementation of IPS (\$250,000); the majority of these costs were for consulting services. It also covered renovations and relocation to new accommodations at 2100 Broad Street (\$678,000), and contractual services associated with the Balancing Work and Family initiative (\$22,000).

Glossary

Terms Used in Human Resource Management

Arbitration — The process by which a board or a person, acting under the authority of both parties to a dispute, hears both sides of the controversy and issues an award, usually accompanied by a written decision, which is ordinarily binding on both parties.

Core Competencies — The personal attributes, skills and knowledge that are critical for a prospective employee to be successful.

CUMC — The Central Union Management Committee. The Chairs of the PSC and the SGEU Bargaining Committee jointly preside over the CUMC, which is made up of departmental UMC co-chairs.

CUPE — Canadian Union of Public Employees.

Designated Groups — Under-represented groups in the public service. For employment equity purposes, the four designated groups are: aboriginal people, persons with disabilities, women in management and non-traditional roles, and members of visible minority groups.

Employee and Family Assistance Program (EFAP) — A program designed to assist employees and their immediate families with problems that may affect their professional or personal lives.

Encumbered — A position which is not vacant; a position assigned to an employee.

FTE — Full-Time Equivalent. One employee who occupies one position for a period of 12 months is considered as one FTE.

HR — Human resource.

HRBs — Human resource branches.

HRS — The Human Resource System, one of two government-wide human resource information systems. See IPS.

IBN — Interest-based negotiation. IBN techniques are non-adversarial and based on the determination of common interests. These techniques were used successfully in the last round of collective bargaining.

In-Scope — Positions within the scope of the union's jurisdiction.

IPS — The Intranet Personnel System, a PSC-developed and supported system designed to distribute HR information to managers across government.

Out-of-Scope — Positions not within the scope of the union's jurisdiction.

Position — A job assignment identified by a specific number.

SGEU — Saskatchewan Government and General Employees' Union.

SPMC — Saskatchewan Property Management Corporation.

UMCs — Union Management Committees, formed in all departments to deal with a variety of workplace issues.